



Agency Priority Goal | Action Plan | FY 23 – Q1

Capitalize on new workplace flexibilities to recruit and retain talent

Goal Leader(s):

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Deputy Goal Leader:

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Goal Overview

Goal statement

- **Capitalize on new workplace flexibilities to recruit and retain talent.** By September 30, 2023, increase the Government-wide number of on-board military spouses by 5 percent, employees with disabilities/targeted disabilities by 5 percent, and early career employees (to include interns, post-secondary, and recent graduates) by 10 percent, as compared to a September 2021 baseline, using existing and new workplace incentives and flexibilities put in place during the COVID-19 pandemic.

Problem to Be Solved

- With 7 percent of the Federal workforce under the age of 30 and nearly 28 percent of Federal employees eligible to retire, many Federal agencies face risks to their ability to deliver on their missions if expected retirements and the growing need for new skills continue to grow.
- Faced with frequent moves and a 22 percent unemployment rate, military spouses face particular barriers to access and remain at jobs despite the unique skills and experiences from which they can draw.
- The Federal Government has a special responsibility to lead employers in including those with disabilities in the workforce. By doing so, the Federal Government can also increase the potential pool of highly qualified people from which it can draw talent.

What Success Looks Like

- Increase the Government-wide number of on-board military spouses, employees with disabilities/targeted disabilities, and early career employees, in support of:
 - OPM's strategic objective 1.2 - Develop a Government-wide vision and strategy and implement policies and initiatives that embrace the future of work and position the Federal Government as a model employer with respect to hiring, talent development, competitive pay, benefits, and workplace flexibilities.
 - OPM's strategic objective 1.3 - Build the skills of the Federal workforce through hiring and training. By FY 2026, increase the Government-wide percentage of respondents who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals by 4 points.

Goal target(s)

In the table below, please repeat the key metrics included in the goal statement (previous slide) that will be used to track progress.

Please update this column each quarter.

Achievement statement		Key indicator(s)	Quantify progress			Frequency
Repeat the achievement statement from the goal statement on the previous slide		A "key performance indicator" measures progress toward a goal target	These values enable us (and you!) to calculate % complete for <u>any</u> type of target*			When is there new data?
By...	We will...	Name of indicator	Target value	Starting value**	Current value***	Update cycle
09/30/2023	Increase the Government-wide number of on-board military spouses by 5 percent, employees with disabilities/targeted disabilities by 5 percent, and early career employees (to include interns, post-secondary, and recent graduates) by 10 percent, as compared to a September 2021 baseline, using existing and new workplace incentives and flexibilities put in place during the COVID-19 pandemic.	• Number of military spouses onboard	7,210	6,866	6,025	Quarterly
		• Number of Federal employees with disabilities/targeted disabilities onboard	57,865	55,109	55,384	Annual
		• Number of early career employees onboard	9,921	9,019	8,410	Quarterly

* Even qualitative targets! If the target is to achieve a qualitative outcome, quantify progress this way: 1="Yes, we achieved it", 0="No, not yet"

** As of 10/1/2021

***Data available is current as of September 2022.

Goal Team

Military Spouse Goal Team	Early Career Goal Team	Disability Goal Team
Mike Mahoney – Senior Lead, Employee Services (ES)	Carmen Andujar – Senior Lead, ES	Kemba Hendrix – Senior Lead, Office of the Director (OD)
Michelle Glynn – Team Lead, ES,	Katika Floyd – Team Lead, ES	Monica Butler – Team Lead, ES
Adrian Williams – Co-Team Lead, ES	Monica Butler – Team Member, ES	Cherokee Carroll – Team Member, ODEIA
Michelle Earley – Team Member, OPM Human Resources Solutions (HRS)	Thomas Formby – Team Member, ES	Natasha Edmondson – Team Member, ODEIA
Deloris Mebane – Team Member, ES	Karlos Del’Toro – Team Member, ES	Tameka Harris – Team Member, ODEIA
	Michelle Earley – Team Member, HRS	Jen Croft – Team Member, ODEIA
		Jose Del Lobo – Team Member, ODEIA

Goal Strategies

- Provide agencies with practical knowledge and guidance on how to implement and fully utilize early career and paid internship programs
- Conduct outreach to colleges, universities, and diverse associations/communities to educate students about opportunities and programs
- Conduct outreach events with persons with disabilities and stakeholder groups that serve these applicants
- Conduct outreach to military spouses and agencies on the use of expanded military spouse regulations

Key indicators

Quarterly Measures	Q2 FY 20	Q3 FY 20	Q4 FY 20	Q1 FY 21	Q2 FY 21	Q3 FY 21	Q4 FY 21	Q1 FY 22	Q2 FY 22	Q3 FY 22	Q4 FY 22	Q1 FY 23	FY 23 Year-End Target
Number of early career employees on-board*	10,891	13,129	10,977	10,613	9,757	11,234	9,019	8,524	8,117	10,059	8,410	†	9,921
Number of military spouses on-board^	6,218	6,454	6,570	6,656	6,901	6,873	6,866	6,950	7,100	7,090	6,025	†	7,210

* For the purposes of this measure, early career employees are defined as Federal employees on-board via Pathways Intern, Pathways PMF, and Pathways Recent Graduate programs.

^ For the purposes of this measure, the count of military spouses is limited to those hired and on-boarded Government-wide under non-competitive appointment of certain military spouse authorities.

† Q1 FY 2023 results are currently unavailable due to delays in the December 2022 release of new EHRI data files.

Annual Measures	FY 20	FY 21	FY 22	FY 23	FY 23 Target
Number of employees with targeted disabilities on-board	55,883	55,109	55,384	-	57,865

Key milestones

Milestone Summary					
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Comments
Develop paid internship guidance for agencies to assist with utilization and implementation of early career programs	Q3 FY 2022	Complete	Delayed to Complete	ES	Released in January 2023.
Issue proposed rule to modernize the Pathways Program regulations	Q3 FY 2022	Delayed to Q2 FY 2023		ES	Interagency review of draft regulations is complete. OPM is currently preparing to release the draft for public comment.
Conduct six webinars to train agency hiring managers and HR professionals on the use of expanded military spouse authority	Q2 FY 2023	On Track		ES	Sessions are underway. OPM has completed two sessions.
Conduct six webinars to train agency hiring managers and HR professionals on hiring persons with disabilities	Q4 FY 2023	On-Track		ES	OPM is drafting session content.
Conduct outreach sessions with minority serving institutions, colleges and universities, community colleges, tribal colleges, and affinity organizations	Q4 FY 2023	On Track		ES	Sessions are underway.

Narrative – FY 23 Q1

In Q1 FY 2023, OPM progressed in developing content and connections for webinars and outreach sessions. OPM also finalized internship guidance for agencies, released in January 2023, to assist with utilization and implementation of early career programs.

Data accuracy & reliability

Measure: Number of military spouses on board

Definition of Measure	Cumulative number of military spouses hired and on-boarded Government-wide under non-competitive appointment of certain military spouse authorities.
Data Source	<i>OPM Enterprise Human Resources Integration (EHRI) database</i>
Data Verification and Validation	<i>The EHRI Program's Data Warehouse is the Government's premier source for integrated Federal workforce information. Agency submissions are subjected to validity and relationship edits to ensure codes are valid and consistent with other related data elements. These edits can detect invalid data but not miscoded data.</i>
Data Limitations	<p><i>This measure captures certain military spouses non-competitively appointed to career and career-conditional appointments. These appointments are captured with the 'LAM' legal authority. Military spouses employed by the Federal Government that were not appointed using this authority cannot be identified in EHRI.</i></p> <p><i>Data and results will depend upon agencies inputting data as required for each new hire. Due to the delays in EHRI data, OPM depends on the accuracy of data provided by the agencies through a series of data calls. To minimize errors in the data, each agency will be required to provide a list to include the names of each employee from HR.</i></p>

Data accuracy & reliability

Measure: Number of early career employees on-board

Definition of Measure	Cumulative number of Federal employees onboard via Pathways Intern, Pathways PMF, and Pathways Recent Graduate programs.
Data Source	<i>OPM Enterprise Human Resources Integration (EHRI) database</i>
Data Verification and Validation	<i>The EHRI Program's Data Warehouse is the Government's premier source for integrated Federal workforce information. Agency submissions are subjected to validity and relationship edits to ensure codes are valid and consistent with other related data elements. These edits can detect invalid data but not miscoded data.</i>
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Data accuracy & reliability

Measure: Number of employees with targeted disabilities on board

Definition of Measure	<i>Cumulative number of employees with targeted disabilities on board across the Federal Government. A targeted disability is a disability that is designated as a “targeted disability or health condition” on the Office of Personnel Management’s (OPM’s) Standard Form 256 (SF-256). These conditions include, but are not limited to developmental disabilities, deafness, blindness, missing extremities, partial paralysis, complete paralysis, epilepsy, intellectual disabilities, psychiatric disabilities, and dwarfism.</i>
Data Source	<i>OPM Enterprise Human Resources Integration (EHRI) database.</i>
Data Verification and Validation	<i>The EHRI Program’s Data Warehouse is the Government’s premier source for integrated Federal workforce information. Agency submissions are subjected to validity and relationship edits to ensure codes are valid and consistent with other related data elements. These edits can detect invalid data but not miscoded data.</i>
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Additional information

Contributing Programs

Organizations:

- OPM – Employees Services, Human Resources Solutions, and Merit System Accountability and Compliance
- Federal agencies

President's Management Agenda

- Priority 1 – Strengthening and empowering the Federal workforce

Regulations:

- Proposed Regulations for Pathways Programs
- Noncompetitive appointment of certain military spouses
- Hiring Authority for Post-Secondary Students
- Hiring Authority for College Graduates
- Executive Order 13548 of July 26, 2010 - Increasing Federal Employment of Individuals With Disabilities
- Executive Order 14035, Diversity, Equity, Inclusion, and Accessibility (DEIA) in the Federal Workforce – Guidance of Paid Internships, Fellowships, and Apprenticeships

Stakeholder / Congressional Consultations

- To help inform the identification and prioritization of strategic issues facing OPM in FY 2022-2026, the agency assessed its environment by conducting an environmental scan as well as internal and external stakeholder consultations.
- OPM:
 - reviewed and analyzed 132 publications, including reports, studies, and scholarly articles;
 - interviewed 30 internal stakeholders and 58 external stakeholders, representing 36 organizations, who provided their feedback on OPM's strengths, weaknesses, opportunities, and challenges;

- conducted three focus groups – two with members of the Chief Human Capital Officers (CHCO) Council and one with representatives of OPM employee resource groups; and
- administered an agency-wide survey to solicit employee ideas for strategies that OPM could employ to achieve its draft goals and objectives.